

NHB 5200.1B
November 1992

INDUSTRIAL LABOR RELATIONS MANUAL

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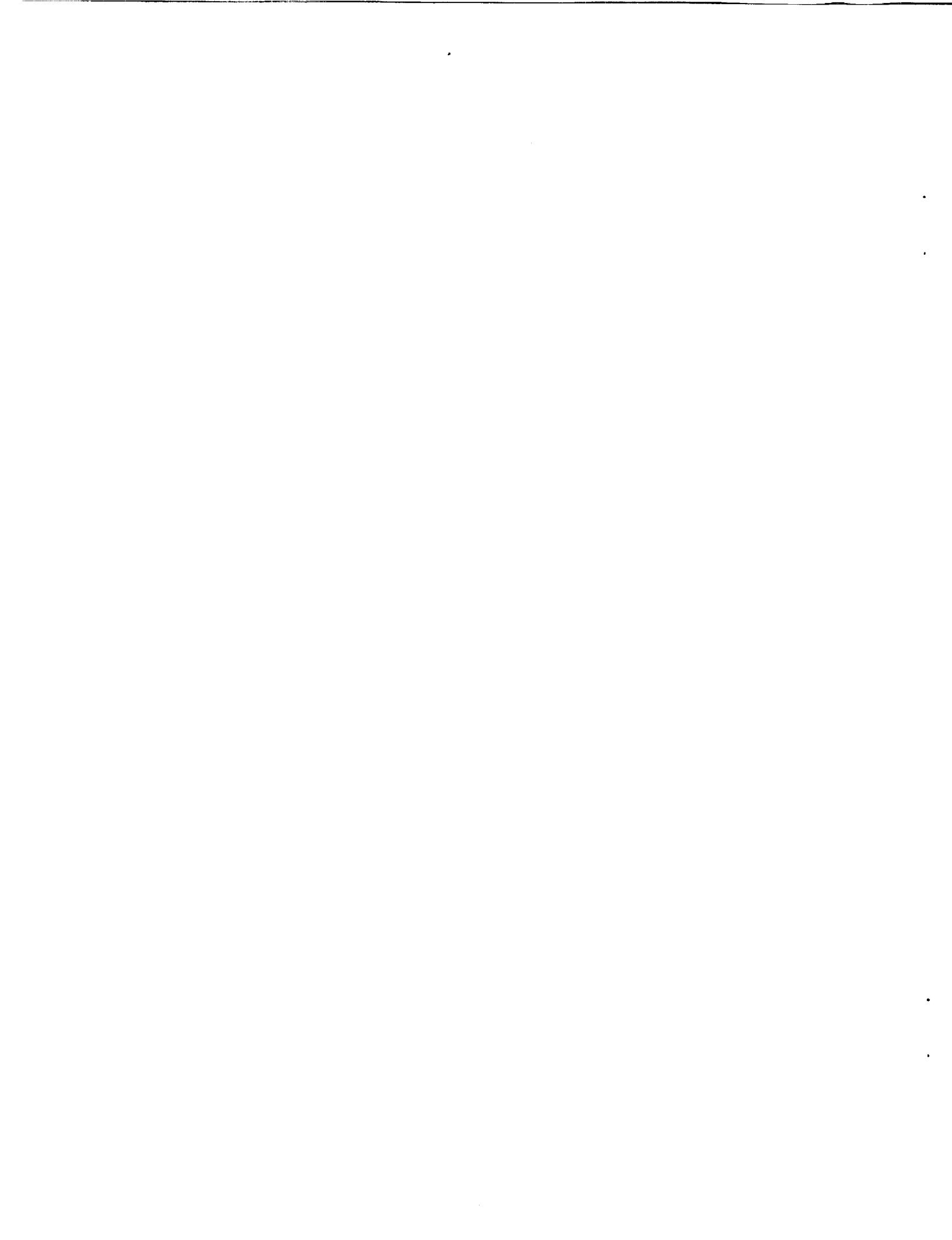


(NHB-5200.1B) INDUSTRIAL LABOR
RELATIONS MANUAL (NASA) 50 D

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NHB 5200.1B

PREFACE

Date: November 1992

The NASA Industrial Labor Relations Manual provides internal guidelines and procedures to assist NASA Field Installations in dealing with contractor labor management disputes, Service Contract Act variance hearings, and to provide access of Labor Union Representatives to NASA for the purpose of maintaining schedules and goals in connection with vital NASA programs.

This manual will be revised by page changes as revisions become necessary. Initial distribution of this manual has been made to NASA Headquarters and Field Installations. Requests for additional copies should be forwarded to NASA Headquarters, Industrial Relations Office, Code JL.

NHB 5200.1A dated October 1981 is cancelled.



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Director
Industrial Relations Office

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CHAPTER 1: INTRODUCTION

100 SCOPE

1. The material in this manual is presented in the form of guidelines to assist NASA Field Installation management in establishing local procedures for dealing with contractor labor-management disputes. This manual also implements the procedures for providing access for labor union representatives to conduct necessary union business at NASA facilities. Included in the guidelines are suggestions for gathering and evaluating certain data and appropriate actions to be taken by NASA which may prevent or reduce the impact of a contractor labor dispute. In addition, a "check list" is provided for the actions to be taken by NASA in cases where a contractor strike situation is imminent. Moreover, included are procedures for requesting the removal of critical NASA parts/materials from a manufacturer's strike-bound plant and procedure for the preparation of variance hearings pursuant to Section 4(c) of the Service Contract Act of 1965 as amended. These guidelines have been developed to allow considerable flexibility to meet unique situations that may exist at NASA Field Installations.
2. It is essential that each Field Installation maintains a certain awareness of its contractor labor-management relationships in order to be able to assess the seriousness of a potential or actual labor dispute. For example, what courses of action are likely to be taken by other contractor employees, civil service employees, and unions concerning a dispute, and what would be the resultant impact to the Field Installation in terms of program delays and additional costs? During periods of labor contract negotiations, it is especially important to be aware of the status of such negotiations, since an impasse could result in work stoppages that could adversely affect the Field Installation.
3. Since contractor labor disputes vary, and each one has its own particular problems, NASA's role in contractor labor-management disputes should be one of "neutrality." Care should be taken to assure the Agency's position of "neutrality" in establishing local procedures from these guidelines.

101 POLICY

NASA recognizes the legal right of contractor employees and unions to engage in collective bargaining, including legitimate picketing at NASA Field Installations when an impasse is reached during a labor dispute or labor contract negotiations. NASA officials should not become involved directly or take sides based on the merits of any labor dispute. However, in such cases, appropriate actions should be taken by NASA to reduce or eliminate impact on its programs, including actions to assure access to the Field Installation by NASA personnel and by employees of other contractors who are not directly involved in the dispute.

102 APPLICABILITY

1. These guidelines are applicable to all NASA Field and Component Installations. Certain Field Installations may need to deviate from the guidelines because of existing unique situations, i.e., Marshall Space Flight Center as a tenant on an Army facility or Dryden Flight Research Center as a tenant on an Air Force facility. The Kennedy Space Center and the Ames Research Center may also need deviations from these guidelines because of joint agency operations.
2. At NASA Field Installations where tenant contractors operate inside the NASA facilities, i.e., the Michoud Assembly Facility and the Stennis Space Center, it is not necessary to maintain the data set forth in paragraphs 200 and 301 for such tenant contractors. However, if it anticipated that a labor dispute of a tenant contractor could have any impact on NASA operations, the Field Installation should reach an understanding with each tenant contractor and the contracting agency that NASA will be advised of any impending labor dispute which may result in a strike. In the event of a tenant contractor strike, the "reserve gate" procedure should be implemented in accordance with the guideline provided in this manual. NASA should be responsible for initiating the steps necessary to establish a "reserve gate". However, some of the action items may be the responsibility of the tenant contractor or the responsible Government agency. Any necessary changes in the responsibility for implementation of the

"reserve gate" procedure agreed to by the parties (NASA, other Government agencies, and the tenant contractor) should be formalized and a copy of such understanding be sent to NASA Headquarters, Director, Industrial Relations Office (Code JL).

3. Since the problems arising from construction contractor labor disputes are frequently different from those of industrial contractors, separate guidelines for construction contractor labor-management disputes are set forth in Chapter 3.

103 DEFINITIONS

1. Business Agent - paid union official who assists the local union in its business affairs, including employee organizing, contract negotiations, handles grievance and arbitration cases, etc.
2. COLA - Cost of Living Adjustment.
3. Company Spokesperson - A person who represents contractor management during the bargaining process concerning economic and other items that will become part of the parties labor agreement.
4. Contingency Plan - A plan which will permit critical work operations to be maintained by qualified personnel should union personnel be absent due to strike action.
5. FMCS - Federal Mediation and Conciliation Service.
6. Injunction - Mandatory order by a court to perform or cease a specified activity, usually on the grounds that otherwise the complaining party will suffer irreparable injury from unlawful actions of the other party.
7. Jurisdictional Disputes - Controversy between two unions as to which union should have its members perform a specific type of work on a particular project.
8. Labor Agreement - (Collective Bargaining Agreement) is a legally binding document entered into between a company and a union which covers the wages, hours, and other conditions of employment for the company's union represented employees.

9. Mediator - Federal or state mediator who provides assistance to management and labor in resolving disputes usually associated with bargaining over terms of a labor agreement.
10. Neutral Contractor - A contractor who is not involved in a labor dispute affecting other parties.
11. Neutral Gate - A gate which is used by government personnel, contractor employees and contractors' supplier who are not parties to a known labor dispute.
12. NLRB - National Labor Relations Board.
13. Picketing - The right of union members to picket and make known through signs the existence of a dispute with their employer.
14. Prime Contractor - Contractor who has overall responsibility for certain work or a project and who may subcontract portions of this work to other contractors.
15. Reserve Gate - A gate that is specifically designed for use (ingress and egress from the center) by the struck contractors' suppliers and employees when a contractor union dispute has resulted in strike and picketing actions. The striking union will usually picket at this reserve gate.
16. Secondary Boycott - Where one party would use threats, coercion, or restraint to compel one "person" - a term that includes an employer - to stop doing business with another.
17. Tenant Contractor - Contractor of another agency located on a NASA Installation.

CHAPTER 2: OPERATING PROCEDURES FOR NONCONSTRUCTION CONTRACTORS

200 DATA REQUIREMENTS

For all nonconstruction contractors at each Field Installation, the following data should be compiled and kept current at all times:

1. A roster of all on-site contractors and their subcontractors reflecting:
 - a. Description of work scope.
 - b. Union or nonunion (employees of contractor)
 - c. If union represented, name of local union and number of employees represented; name, telephone number, and address of business agent representing the local union.
 - d. Expiration date of labor agreements.
 - e. Copy of current labor agreements.
2. Name of appropriate representative of nearest office of the National Labor Relations Board (NLRB).
3. Name of appropriate representatives of local Federal Mediation and Conciliation Service (FMCS).
4. Copies of local state labor regulations and agency designated to monitor labor disputes, if applicable.
5. Detailed map of the Field Installation reflecting locations of all gates.

201 LABOR CONTRACT NEGOTIATIONS

1. Prior to the beginning of negotiations, obtain the following information from the company:
 - a. Name and title of union and company spokesperson.
 - b. Ascertain whether the parties are negotiating an initial labor agreement or a renewal.

- c. If a renewal, does the current labor agreement require notification by the parties of an intent to terminate the labor agreement prior to strike action?
2. Require all on-site contractors to advise the Field Installation Labor Relations Office of the date negotiations are scheduled to begin.
3. Develop a direct contact with the company spokesperson soon after negotiations begin, and before an impasse is reached.
4. Request an up-to-date status on the negotiations at appropriate intervals from the company spokesperson.

202 POTENTIAL IMPASSE OR STRIKE ACTION

When it appears that the parties may reach an impasse, the following actions should be taken:

1. Specifically advise the following personnel as soon as practicable of the situation:
 - a. Agency Director, Industrial Relations Office at Headquarters (Code JL).
 - b. The Field Installation Chief Counsel, and other appropriate Field Installation management officials.
 - c. The procurement officer.
2. If FMCS has not yet entered negotiations, make sure they are requested to do so - if not by the parties, then by NASA.
3. Obtain from the company and/or the mediator the real issues in dispute between the parties.
4. Request that the company provide NASA with its contingency plan prior to a strike occurring if services must be continued.
5. Field Installation management should make an assessment of the impact a strike would have upon any critical

Field Installation operation and advise NASA Headquarters, including the Agency Industrial Relations Office at Headquarters.

6. Assess the reactions of neutral contractors (including civil service employees) regarding potential actions of their respective employees should strike action occur involving another contractor located at the Field Installation.
7. NASA management at the Field Installation involved should develop a contingency plan of their own (over and above that provided by a contractor) in the event of a strike. This contingency plan should be discussed with Agency Industrial Relations Office (Code JL).
8. Prepare for the implementation of the "reserve gate" procedure (see Chapter 4).
9. Advise the military commander (if applicable) of the potential strike and request an assessment of the impact on the military operations.
10. Request the mediator to obtain from the union, if possible, its assurance of a 24-hour notice of any strike action.
11. NASA officials should not make any news releases without prior approval of the Field Installation Public Affairs Office, Chief Counsel, and the Labor Relations Officer. Any news releases or comments of NASA officials to the news media should reflect NASA's neutrality and should contain no comment on any issues in dispute between the company and the union. Requests for reports on the status of negotiations or meeting times and places should be referred to the company, union, FMCS.
12. See "Action Checklists for Potential Impasse and Strike Notice" (Appendix A).

203 STRIKE NOTICE

After receiving a strike notice from the mediator, union or company, the Field Installation should take the following actions:

1. Specifically advise the following personnel as soon as practicable:
 - a. Agency Director, Industrial Relations Office at Headquarters (Code JL).
 - b. Field Installation Chief Counsel's Office, and other appropriate Field Installation management officials.
 - c. The procurement officer.
2. Establish the Labor Relations Office as a focal point of contact in any matters regarding the strike.
3. Send a FAX or letter to the company and union advising both of the "reserve gate" procedure. (If applicable, suggest that the Field Installation Director and the Military Commander, or their designee, sign the FAX/letters.)
4. Ensure that neutral and reserve gate signs are ready for use. (If time permits, signs may be placed and covered until needed. See Appendix B.)
5. Ensure that arrangements have been made to pick up struck contractor employees regular access passes/badges and that new access passes/badges are issued for the reserve gate.
6. The Labor Relations Office, through the Security Office, will obtain periodic and current reports from each gate in regard to picketing and forms of demonstration.
7. Advise local law enforcement officials of the impending strike.
8. Implement the "reserve gate" procedure. See Chapter 4.
9. Make arrangements to have photographic resources available to take pictures of gates, pickets, pickets' signs, reserve gate signs, etc.
10. Advise the regional attorney for the NLRB if the impending strike.

11. If the union does not observe the "reserve gate" procedure, then consider going to NLRB for injunctive action. See paragraph 402.
12. See "Action Checklists for Potential Impasse and Strike Notice" (Appendix A).
13. At the conclusion of the strike, the Field Installation Labor Relations Officer will file a Labor Dispute Report, NASA Form 1293 (see Appendix C) with the Agency Industrial Relations Office at Headquarters (Code JL) (NASA Report Control No. 10-0000-00303).

CHAPTER 3: GUIDELINES FOR CONSTRUCTION CONTRACTOR LABOR-MANAGEMENT DISPUTES

300 GENERAL

1. Construction labor agreements are usually negotiated by contractor employer associations, whereas the industrial labor agreements are usually negotiated by the individual local industrial contractor. Therefore, it is recognized that the small, local construction contractor would have little influence or involvement in disputes concerning labor contract negotiations.
2. Labor disputes, including strikes and picketing outside of labor contract negotiations, are quite prevalent in the construction industry. Frequently, such disputes result from the usage of a nonunion contractor, disciplinary actions, work rules, or jurisdictional issues. Many times such disputes are of a short duration and do not involve the use of pickets.

301 DATA REQUIREMENTS

For all construction contractors at each Field Installation, the following data should be compiled and kept current at all times.

1. The expiration date of each building and construction trades labor agreement.
2. The employer association responsible for negotiating each agreement, including the names of any local employer representatives who take part in negotiations.
3. The names, addresses, and telephone numbers of local building trades business agents.
4. A current copy of each building and construction trades labor agreement.

302 CONSTRUCTION LABOR CONTRACT NEGOTIATIONS

In the event disputes arise in construction labor contract negotiations where picketing is anticipated, the procedures set forth for industrial unions will be utilized. See paragraph 202 and Chapter 4, Reserve Gate Procedure.

303 PROCEDURES FOR CONSTRUCTION DISPUTES OUTSIDE OF LABOR CONTRACT NEGOTIATIONS

Action to be taken in the event of a construction contractor labor dispute outside of contract negotiations:

1. Contract the construction contractor(s) involved and obtain a detailed account of the facts concerning the dispute. In most cases, contact with local or other union officials is not to be made without prior concurrence of the Agency Industrial Relations Office unless the Field Installations employ a full-time Labor Relations Officer.
2. Advise NASA Agency Industrial Relations Office at Headquarters (Code JL) of the dispute.
3. In the event of a work stoppage in which picketing is imminent or has taken place, the "reserve gate" procedure (see Chapter 4) is to be implemented with the following exceptions:
 - a. Only the struck contractor and its suppliers will be required to use the reserve gate. If the struck contractor is a prime contractor, the subcontractors will not be required to use the reserve gate; they are considered neutral contractors even though they are a subcontractor to the effected prime contractor.
 - b. Reserve gate letters should be prepared by the Field Installation Labor Relations and Chief Counsel's Offices in accordance with Appendix D, and should be coordinated with the Agency Industrial Relations Office at Headquarters (Code JL), and the Office of General Counsel prior to being issued.
 - c. When disputes arise from the use of a nonunion contractor at a work site and picketing is expected, the "reserve gate" procedure should not be implemented unless it is determined that such picketing would have an extreme impact on critical programs. In most cases relative to these

circumstances, an injunction may be obtained to prohibit picketing at all gate locations, provided that a secondary boycott exists. Normally, extensive discussions among the Agency Industry Relations Office, the Office of General Counsel, and the Field Installation representatives will take place before the initiation of any legal action.

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CHAPTER 4: RESERVE GATE PROCEDURE

400 GENERAL

1. These guidelines establish general procedures concerning entrance and exit gate(s) for use by striking and/or neutral NASA contractor personnel, their suppliers and civil service personnel on NASA controlled property.
2. The "reserve gate" procedure, when used at a NASA installation, is intended to provide the striking union and the contractor with similar conditions as if the dispute were taking at the employer's premises outside of the NASA Installation. This is to be accomplished by directing all of the struck employer's representatives, employees, suppliers, etc., through special designated entrances/exits (the reserve gate(s)). Moreover, by providing a special gate(s) for the struck contractor and the suppliers, neutral contractors can conduct business operations without interference, thereby minimizing the impact upon neutral contractors.
3. Subcontractors are not required to use the reserve gate(s) unless they are performing struck work. In these unusual situations before such subcontracting arrangements take place, they must be reviewed by NASA Installation management and the Agency Director, Industrial Relations Office.

401 ESTABLISHING AND ENFORCING THE USE OF RESERVE GATES

1. When a union threatens or actually begins picketing at a NASA location, the Labor Relations Officer (or designee), through the Field Installation management, shall:
 - a. Designate a gate(s) in coordination with the installation security office for use by the struck contractor's employees, suppliers and subcontractor employees, if applicable (see paragraph 400.3), taking into consideration:

- (1) A gate which will cause the least inconvenience to the largest number of people who will be working during the strike.
- (2) Whether civil service employees and neutral contractors' employees should be restricted from using the designated gate.

b. Notify in writing (usually by FAX), the local union and the contractor of the designated gate in accordance with sample letters set forth in Appendix B (send copy of union FAX/letter to the company and copy of company FAX/letter to the union). Seek the union's cooperation to confine the pickets to the established reserve gate area. Consult with Agency Industrial Relations Office when or if appropriate before direct contact is made with the union.

c. Request in writing that the neutral contractors and all other employers at the Field Installation:

- (1) Notify their employees of the location of the reserve gate(s) for the striking employees; and
- (2) Provide appropriate instructions to all their employees for entering and leaving the premises during the term of the strike.

d. Recall from all of the struck contractors and subcontractors, if applicable (see paragraph 400(3)), their regular identification passes and car stickers and reissue special identification badges or decals, which will be honored only at the designated reserve gate.

e. Post large signs at all entrances and exits in accordance with procedures set forth in subparagraph 2.

2. Notices for the Reserve Gate Procedure

a. Notices (signs) must provide clear and concise directions as to proper use of entrances and exits by all persons entering or leaving the

Installation. They should be printed in bold letters so as to be easily read from moving vehicles. The signs must meet the minimum legal standards in order to obtain prompt enforcement of the "reserve gate" procedure. Notices must clearly state that the struck contractor, the employees, and suppliers will be confined to the use of a reserve gate for access and to exit from the Field Installation and will not be permitted use of the neutral gates.

- b. Although employees of other contractors (not involved in the labor dispute) and Government employees may legally use the reserve gate, generally the NLRB prefers that the "reserve gate" be set aside for exclusive use by the struck employer and suppliers. Therefore, exclusive "reserve gate" procedures should be provided at NASA Field Installation where the regional office of the NLRB has expressed this preference. At other Field Installations where the NLRB has not expressed a preference for an exclusive "reserve gate," if desired, such gate may also be used by employees of contractors not involved in the labor dispute. The Agency Industrial Relations Office will assist each NASA Field Installation in determining the preference of the regional office of the NLRB on this matter.
- c. Sample formats of legally sufficient neutral and reserve gate notices are listed in Appendix B.

402 PROCEDURES FOR INITIATING LEGAL ACTION THROUGH THE NATIONAL LABOR RELATIONS BOARD

1. General

- a. The use of legal action in any labor dispute shall be avoided until all other remedial procedures have been exhausted. However, in the event the union does not agree to the "reserve gate" procedure and continues to picket the "neutral gates," legal action may be instituted under the National Labor Relations Act in accordance with subparagraph 2.

- b. Normally, one or more of the contractors being adversely affected are expected to initiate appropriate legal action by filing a charge with the regional office of the NLRB to obtain an injunction against the picketing of neutral gates by the union.
- c. In the absence of either a contractor's willingness to file a charge or ability to establish evidence of irreparable damage, the Field Installation Labor Relations Officer (or Labor Relations Coordinator) will, in coordination with the Office of General Counsel, Field Installation management, and the Agency Industrial Relations Office, determine whether the impact of picketing neutral gates is sufficient to recommend legal action by NASA.

2. Procedures for Filing Charges with the NLRB

- a. If it is determined that NASA will take legal action in a labor dispute, the Field Installation Director or designee, with the concurrence of the Agency Director, Industrial Relations Office, and the Office of General Counsel, may authorize the filing of a charge.
- b. The Installation Labor Relations Officer and the Field Installation Legal Office in coordination with the Agency Industrial Relations Office will:
 - (1) Initiate contacts with the regional offices of the NLRB to coordinate the procedures for filing and processing the charge.
 - (2) Develop with Installation management and representatives of the NLRB the factual data reflecting irreparable damage to NASA programs, including, but not limited to such information as: delays to certain critical programs or critical operational requirements or increased costs resulting from the illegal picketing.
 - (3) Ensure the accumulation of evidence to support legal action, such as pictures of picketing and picket signs to identify the location of

pickets at the Installation to support the charge of a violation of the reserve gate procedure. Photographs should be taken of what is printed on each different sign. Discretion should be used by the photographer when taking these pictures so as not to provoke the pickets into other actions.

- (4) Provide clerical help and office space to the NLRB representative who is investigating the case, including coordinating through the Field Installation Legal Office for assistance in preparing necessary legal documents, i.e., taking depositions, briefs, etc.
- (5) Contacts with local union officials during any strike situation should only be made by the Field Installation Labor Relations Officer. International union officials will be contacted only by the Agency Industrial Relations Office, NASA Headquarters, if required.

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CHAPTER 5 PROCEDURE FOR REQUESTING THE REMOVAL OF NASA PARTS/ MATERIALS FROM MANUFACTURERS' STRIKE-BOUND PLANT

500 GENERAL

1. When it is evident that a potential or actual labor dispute at a suppliers/manufacturers facility could impact the shipment of materials or parts, which are critical to Field Installation schedules, the Agency Industrial Relations Office should be contacted.
2. Upon receipt of a request for assistance, the Agency Industrial Relations Office will contact the officials of the company, union and other agencies as appropriate under the circumstances.
 - a. To assist the Agency Industrial Relations Office in discussions with appropriate officials, the information listed in paragraph 501 should be submitted by the Field Installations as soon as it is available.
 - b. Since the removal of parts/materials from a strike-bound plant comes at a time when labor-management relations are extremely sensitive, any contact with other agency officials involved, union officials at the struck plant, or international union officials will be made only by the Agency Industrial Relations Office.
 - c. If it is decided that any items are to be removed from a strike-bound plant, cognizant Headquarters program offices through Installation inputs, will establish priorities of items to be removed and/or completed prior to removal, i.e., finished work in process, components as materials, etc. Upon the identification of such items, the Agency Industrial Relations Office will coordinate work priorities and removal of the items through the appropriate officials of the company, union and other agencies as required.

501 DATA REQUIREMENTS

An Installation Impact Report is to be submitted to the Agency Industrial Relations Office at Headquarters (Code JL). This information can be transmitted by telephone and then followed up by a written report. This report should contain information listed below in items 1 through 6, and any other facts considered pertinent.

1. Identify critical parts/materials, etc., by program, system, contract numbers, technical name and part numbers.
2. Establish dates by which the item(s) must be delivered to meet program schedules. Investigate work-around plans and advise what slippage will occur if required delivery dates are not met. Also advise as to the possibilities of obtaining these items from other sources.
3. Obtain current production status and what work must be done before item(s) are ready for shipment. Investigate the possibility of completing unfinished work at the Field Installation or elsewhere. If possible, obtain the manufacturer's identification and drawing numbers, etc., to help trace or identify these items at the manufacturer's or supplier's plant.
4. Verify whether any other agencies have the responsibility for any functions concerning these critical items, i.e., quality control, establishing the source of supply, transportation, etc. If any other agency representative is involved at the manufacturer's facility, obtain this person's function/title, name and telephone number.
5. Shipping Information
 - a. Obtain specific information concerning any special packaging, handling of the item(s) required, size and weight of the pieces/containers making up the shipment.

- b. How, when, and where the items are to be shipped:
 - (1) Method of transportation - air, rail, truck, etc., or if special military agency transportation is to be provided.
 - (2) Will the carrier pick up the item(s) for shipment at the manufacturer's plant or will they be delivered to the carrier's terminal.
 - (3) Identify shipping document numbers so these critical items can be traced to and during shipment.

6. Manufacturer/subcontractor and Union Data

- a. Manufacturer/subcontractor address and telephone number of the subcontractor and manufacturer representative who is a contact for NASA inquiries.
- b. Manufacturer/subcontractor Industrial Relations Representative's name and telephone number if known.
- c. Union's name and local lodge number if known.

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**CHAPTER 6: PREPARATION FOR VARIANCE HEARINGS CONDUCTED PURSUANT TO
SECTION 4(c) OF THE SERVICE CONTRACT ACT OF 1965, AS
AMENDED**

600 GENERAL

1. The 1972 Amendments to the Service Contract Act of 1965 in Section 4(c) provide that interested parties may request a Department of Labor hearing to determine if collectively bargained wages and fringe benefits are at variance (higher or lower) with those prevailing in the locality. Such hearings may be requested by the union, the contractor, or by the contracting agency.
2. The party requesting the hearing has the initial burden of supporting the hearing request with *prima facie* evidence that the alleged variance does in fact exist. If a hearing is granted, each party may present more detailed evidence in an attempt to prove the existence or nonexistence of the variance.
3. Prior to making a decision as to whether a hearing shall be requested by NASA, the Field Installation will discuss the issues in question with the Agency Industrial Relations Office, then the preliminary data will be obtained and compiled. After reviewing the data, if it is determined that a substantial variance exists, a request for a variance hearing will be formally prepared by the Agency Industrial Relations Office with the concurrence of the Agency Procurement Office and the Office of General Counsel. If the request for a hearing is approved by the Department of Labor, then additional data will be collected as required.
4. Any material required for a hearing will be jointly developed by NASA Headquarters and the Field Installation. Please note that this data is highly sensitive and confidential, since it will contain individual company wage rates (by rate ranges and job classifications), and fringe benefit information and costs. Therefore, strict security measures must be established and maintained to protect the confidentiality of this material, and only designated personnel shall have access to the raw data and materials developed.

5. The procedures presented in this chapter are made available as an aid or a guide to assist the Field Installations in preparing data for a variance hearing. Each case must be developed and prepared in accordance with the circumstances surrounding the specific issues involved and in relation to the facts available.

601 DATA COLLECTION PROCEDURES

1. To avoid any dispute over the jobs being surveyed, contractor job descriptions covering the positions whose wage rates and/or fringe benefits are alleged to be at variance should be used. These descriptions usually have been accepted by both employer and union. In the absence of company-union job descriptions, NASA and the affected contractor should develop a description for each job being surveyed which accurately describes the work performed. Appendix E is a sample survey sheet for a specific job.
2. Wherever practicable, all employers having similar job categories being performed in the same locality should be surveyed. Where the number of such employers is very large, a sample including large, medium and small firms, both union and nonunion, should be selected. This avoids any suggestion that an improper sample was selected to yield predetermined results.
 - a. Employers to be surveyed must be visited in person and presented the job descriptions to be matched, together with a general information form on which each surveyed employer will enter data concerning their wage and salary system, and the fringe benefits provided. Appendix F is a sample of a general information sheet.
 - b. Where questions are asked concerning the jobs to be matched, the persons conducting the survey should be able to respond based on a detailed briefing on the job content and a thorough tour of work areas, conducted prior to commencement of the survey.
 - c. In all cases, the persons providing survey data on the matched jobs should be officials responsible for personnel or industrial relations in the company who are thoroughly familiar with the jobs

and compensation structure of the firm being surveyed. It may also be advisable to have present for the survey interview, members of the technical staff of the employer and/or NASA, to insure the accuracy of the job matches.

602 DATA ANALYSIS AND PRESENTATION

1. The wage and fringe information from the survey forms is transformed to the Summary of Wage Rates and Summary of Fringe Benefit Costs. Appendix G is a sample presentation of the data resulting from a survey of the type described in this chapter. The format for these reports will vary according to the nature and circumstances of each hearing.
2. The comparable wage data for the employer whose wage and fringe benefits are being questioned is entered for comparison purposes, see page G-3. These data are not to be included in any totals or averages in the survey.
3. An explanation of the computation and variance analysis used in the sample presentations is listed in Appendix G.

**CHAPTER 7: PROCEDURE FOR PROVIDING ADMISSION OF LABOR UNION
REPRESENTATIVES TO NASA INSTALLATIONS**

700 GENERAL

1. Labor union representatives who are not employees of NASA contractors, but who have a bona fide bargaining unit with a NASA contractor will be permitted access to NASA Installations to conduct union business provided that safety and security regulations are complied with and that there is no interference with work operations.
2. Labor union representatives will be issued an appropriate pass (badge, etc.) which will authorize access to areas where their members are working.
3. This procedure is intended to provide the union and the contractor with conditions the same as if their work were being performed at the employer's premises outside of the NASA Installation.
4. Excluded from the provisions of this procedure are persons representing civil service employees. Civil service union matters are handled by the appropriate NASA Personnel Office.
5. Labor union representatives while on NASA Installations are prohibited from performing such union activities as collection of dues, making speeches, distribution of union literature or membership authorization cards and soliciting union membership.

**701 PROCEDURES FOR PROVIDING ACCESS PASSES TO THE NASA
INSTALLATION FOR LABOR UNION REPRESENTATIVES**

1. All requests for access are to be submitted to the NASA Installation Labor Relations Officer.
2. The Labor Relations Officer will review and process appropriate requests by:
 - a. Contacting the NASA contractor whose employees the labor representatives will be visiting. Access is to be provided only to labor representatives that officially represent the contractor's employees.

- b. Contacting the Installation security office to make necessary arrangements to admit the labor union representative to the required areas.

**APPENDIX A: ACTION CHECKLISTS FOR POTENTIAL IMPASSE AND STRIKE
NOTICE ACTION CHECKLIST WHEN IMPASSE MAY BE NEAR**

1. ADVISE AGENCY INDUSTRIAL RELATIONS OFFICE AT HEADQUARTERS _____
2. ADVISE FIELD INSTALLATION CHIEF COUNSEL'S OFFICE AND
PROCUREMENT OFFICER _____
3. FEDERAL MEDIATION AND CONCILIATION SERVICE (FMCS)
REQUESTED _____
4. STATEMENT OF ISSUES OBTAINED _____
5. CONTRACTOR CONTINGENCY PLAN OBTAINED _____
6. FIELD INSTALLATION IMPACT ASSESSMENT MADE _____
7. NASA CONTINGENCY PLAN DEVELOPED _____
8. RESERVE GATE PROCEDURE READY FOR IMPLEMENTATION _____
9. MILITARY COMMANDER ADVISED (WHERE APPLICABLE) _____
10. MILITARY OPERATIONS IMPACT ASSESSMENT MADE _____
11. TWENTY-FOUR HOUR NOTICE OF STRIKE ACTION OBTAINED FROM
UNION BY MEDIATOR _____

ACTION CHECKLIST UPON RECEIVING STRIKE NOTICE

12. ADVISE AGENCY INDUSTRIAL RELATIONS OFFICE AT HEADQUARTERS _____
13. SEND FAX TO COMPANY ADVISING OF "RESERVED GATE" _____
14. SEND FAX TO UNION ADVISING OF "RESERVED GATE" _____
15. ADVISE LOCAL LAW ENFORCEMENT OFFICES OF IMPENDING STRIKE _____
16. ADVISE REGIONAL ATTORNEY FOR THE NLRB _____
17. ARRANGE FOR PHOTOGRAPHIC SERVICES DURING PICKETING
ACTIVITY _____

18. RESERVE AND NEUTRAL GATE SIGNS PLACED AND READY FOR USE
(MAY BE COVERED UNTIL NEEDED) _____

19. *MAKE ARRANGEMENTS TO HAVE CONTRACTOR EMPLOYEE BADGE/
ETC. PICKED UP AND NEW BADGES/ETC. ISSUED _____

*END OF LAST SHIFT EMPLOYEE WORKS PRIOR TO STRIKE.

APPENDIX B

NEUTRAL GATE NOTICE

THIS ENTRANCE (EXIT) IS FOR THE USE OF ALL GOVERNMENT AND
CONTRACTOR EMPLOYEES AND SUPPLIERS EXCEPT THE EMPLOYEES AND
SUPPLIERS OF _____ WHO MUST USE _____
Struck Contractor** Gate No., Description or
direction to reserve gates.

RESERVE GATE NOTICE

THIS ENTRANCE (EXIT) IS FOR THE EXCLUSIVE* USE OF _____
Struck Contractor**
THEIR EMPLOYEES, AND SUPPLIERS, ENTRANCE _____
Gate No., description or
direction to neutral gates.
IS FOR THE USE OF ALL OTHER PERSONS AND PERSONNEL.

*If the reserve gate is to be used by employees of neutral contractors or Government employees, then the word "exclusive" may be removed. In most cases, the NLRB would prefer the "Reserve Gate" be used exclusively by the struck contractor and prohibit its use by employees of the neutral contractors.

**In cases where struck work has been subcontracted such subcontractor employees and suppliers must use the reserve gate and are subject to the same procedures as the struck contractor employees and suppliers.

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APPENDIX D
LABOR DISPUTE REPORT
TO
NASA LABOR RELATIONS OFFICE

WORK STOPPAGE DATA

Telephone: A.C. 202 755-3365

1. Installation (or program affected)	4. Union(s)	6. Number of Employees Off Job
		7. Man Days Lost
2. Date & Time of Stoppage	5. Company (ies)	8. Type Dispute <input type="checkbox"/> = Grievance <input type="checkbox"/> = Jurisdictional (Between Crafts) <input type="checkbox"/> = Contract Negotiation <input type="checkbox"/> = Union-Nonunion <input type="checkbox"/> = Jurisdictional (Between Industrial and Craft)
Began: Ended:		
3. Work Days Lost		

II ADDITIONAL DATA

9. Report Made By	Phone	Date								
10. Nature of Action <input type="checkbox"/> Threat of Stoppage <input type="checkbox"/> Slowdown <input type="checkbox"/> Lockout <input type="checkbox"/> Work Stoppage <input type="checkbox"/> Picketing <input type="checkbox"/> Other										
11. Chief Issues in Dispute										
12. Number and Location of Pickets		Single Gate Plan in Effect <input type="checkbox"/> Yes <input type="checkbox"/> No								
13. Contractor Representative		Phone								
14. Union Representative		Phone								
15. Representative of International Union		Phone								
16. Government Contract Number and Specific Project:		<input type="checkbox"/> NASA <input type="checkbox"/> COE <input type="checkbox"/> Other								
17. Employees Involved:		<table style="width: 100%;"> <tr> <td style="width: 50%; text-align: right;">Number</td> <td style="width: 50%; text-align: right;">% of Total Off the Job</td> </tr> <tr> <td><input type="checkbox"/> Construction</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Service</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Industrial</td> <td></td> </tr> </table>	Number	% of Total Off the Job	<input type="checkbox"/> Construction		<input type="checkbox"/> Service		<input type="checkbox"/> Industrial	
Number	% of Total Off the Job									
<input type="checkbox"/> Construction										
<input type="checkbox"/> Service										
<input type="checkbox"/> Industrial										
18. Government Assistance		<table style="width: 100%;"> <tr> <td style="width: 50%; text-align: right;">Name</td> <td style="width: 50%; text-align: right;">Phone</td> </tr> <tr> <td><input type="checkbox"/> FMCS</td> <td><input type="checkbox"/> PMSLC</td> </tr> <tr> <td><input type="checkbox"/> COE</td> <td><input type="checkbox"/> Other</td> </tr> <tr> <td><input type="checkbox"/> NASA</td> <td></td> </tr> </table>	Name	Phone	<input type="checkbox"/> FMCS	<input type="checkbox"/> PMSLC	<input type="checkbox"/> COE	<input type="checkbox"/> Other	<input type="checkbox"/> NASA	
Name	Phone									
<input type="checkbox"/> FMCS	<input type="checkbox"/> PMSLC									
<input type="checkbox"/> COE	<input type="checkbox"/> Other									
<input type="checkbox"/> NASA										
19. Remarks										

INSTRUCTIONS

Item

1. Give NASA Center or industrial plant where the dispute is taking place.
2. List beginning day and time. If strike is over, give date and time ended. If this is an interim report, say "ongoing".
3. Number of days lost as of the date of this report.
4. Name of union or unions involved.
5. Company or companies whose employees are off the job.
6. List number of employees away from the job.
7. Number of employee's days lost to date.
8. Indicate type of dispute.
9. Person making report, telephone and date this report was prepared by Center representative.
10. Indicate nature of action taken by parties involved.
11. Describe reason for action being taken.
12. State location of pickets and number. Indicate use of single gate plan.
13. Give name and phone of contractor.
14. Name and phone of union representative.
15. Name and telephone of the representative of the International Union (if available).
16. Contract number and item, service or project being purchased. Indicate cognizant organization.
17. Indicate type of employees, number, and percent of total off job.
18. Agency and name of persons assisting in settlement of the dispute.
19. Additional information pertinent to the problem.

NOTE: Give area code with all telephone numbers.

APPENDIX D: NOTIFICATION OF RESERVE GATE PROCEDURES

The attached letters are written in a suggested format. However, they may be revised if necessary, provided there is no substantive change which may invalidate the purpose of the notification. If revision is necessary, please ensure that the major points are included.

The purpose of these letters is to convey to the union and to the contractor that NASA intends to establish a reserve gate procedure and that their cooperation is required. The language used in the letters should be clear and firm, but also invite their cooperation. Normally at this juncture, both parties are somewhat sensitive, especially the union, so keep this in mind when preparing your letters.

In some instances the reserve gate may be used by all other contractor and NASA personnel. This does not change the purpose of the reserve gate which is to restrict the struck contractor's access to the Installation to specific gate(s). In other cases, the NLRB may feel it is necessary that the reserve gate(s) be used exclusively by the struck contractor (this practice will vary from area to area). In cases where the reserve gate(s) is to be used exclusively by the struck contractor other contractor/civil service personnel must be notified they cannot use the reserve gate(s). See Section 401.1c and 2b of this manual.

APPENDIX D-1: LETTER TO THE UNION

We are informed that a labor dispute exists between _____
Local Union Number _____
and Name of Union _____
and the _____
Contractor Company _____.

It is recognized that this dispute may result in strike action by the Union. In the event of picketing activity in connection with this dispute, the following procedures are being instituted regarding entry to and departure from _____
Field Installation
for the duration of such picketing activity and shall be rigidly enforced.

1. All employees, officials, representatives, and suppliers of the _____ entering or leaving the Contractor Company**

_____ shall be restricted to the use of gate(s)*
Field Installation

Number; spell out highway, North/South or name of street, etc.

2. Security measures have been taken to ensure access only through the designated gate. Special alternate gate badges will be issued to personnel restricted to these gate(s).
3. Any picketing, demonstrating or other overt activity in connection with this dispute must be confined to these locations. All such activity at any other point of entry shall be prohibited.
4. This procedure shall become effective immediately upon placement of pickets and will continue in effect for the duration of such activity. Upon removal of picket lines, these restrictions will be withdrawn.

*If it is absolutely necessary, two gates may be designated; if so, then make appropriate references in the following body of the letter.

**In cases where struck work has been subcontracted, such subcontractor employees and suppliers must use the reserve gate and are subject to the same procedures as the struck contractor employers and suppliers.

Institution of these procedures is in accordance with decisions of the NLRB and the Courts.

This action is felt to be in the best interest of the United States Government in order to assure the uninterrupted performance of vital activities in connection with the nation's space program_____.

and defense programs, if applicable

It is hoped that the issues in dispute are resolved, eliminating any necessity for the enforcement of these procedures. We trust all the parties involved in this matter will understand the necessity for taking these steps and cooperate fully in their implementation.

Questions regarding the above procedures should be directed to the
Labor Relations Officer, telephone_____.
Field Installation Number

Signed by Field Installation
Director or Designee

Also, if appropriate, jointly
signed by Military Commander or
Designee

Send copy to Company.

APPENDIX D-2: LETTER TO THE COMPANY

We are informed that a labor dispute exists between _____
Local Union

____ and the _____.
Number and Name of Union Contractor Company

It is recognized that this dispute may result in strike activity
by the union.

In the event of picketing activity in connection with this
dispute, the following procedures are being instituted regarding
entry to and departure from _____ for the duration
Field Installation

of such picketing activity and shall be rigidly enforced.

1. All employees, officials, representatives, and suppliers
of the _____ entering or leaving _____
Contractor Company** Field
____ shall be restricted to the use of gate(s)*
Installation

_____.
Number; spell out highway, North/South or name of
street, etc.

2. Security measures have been taken to ensure access only
through the designated gate(s). Special alternate gate
badges will be issued to personnel restricted to these
gates.
3. Any picketing, demonstrating, or other overt activity in
connection with this dispute must be confined to these
locations. All such activity at any other point of
entry shall be prohibited.
4. This procedure shall become effective immediately upon
placement of pickets and will continue in effect for the
duration of such activity. Upon removal of picket
lines, these restrictions will be withdrawn.

Institution of these procedures is in accordance with
decisions of the NLRB and the Courts.

*If it is absolutely necessary, two gates may be designated; if so, then make appropriate references in the following body of the letter.

**In cases where struck work has been subcontracted such subcontractor employees and suppliers must use the reserve gate and are subject to the same procedures as the struck contractor employers and suppliers.

This action is felt to be in the best interests of the United States Government in order to assure the uninterrupted performance of vital activities in connection with the nation's space program

and Defense Programs, if applicable

It is hoped that the issues in dispute are resolved, eliminating any necessity for the enforcement of these procedures. We trust all the parties involved in this matter will understand the necessity for taking these steps and will cooperate fully in their implementation.

Please advise in writing, if possible, all of your employees, officials, representatives, and suppliers of these procedures. They should be informed that in the event of picketing activity relative to this dispute, they must use the designated gate(s) during the labor dispute. Also, their regular access badge/car decal must be turned in, and special badges/decals will be issued. There can be no exceptions concerning either entering or leaving

for the above listed personnel.

Field Installation

Questions regarding the above procedure should be restricted to the

Field Installation

Labor Relations Office, telephone _____.
Area Code/Number

Signed by Field Installation
Director or Designee

Also, if appropriate, jointly
signed by Military Commander
or Designee

Send copy to Union.

APPENDIX E: VARIANCE HEARING

SAMPLE SURVEY SHEET FOR A SPECIFIC JOB

LOCAL AREA WAGE SURVEY

CONTROL NO. _____

Position: Automotive Mechanic

Description

Performs scheduled and unscheduled maintenance and repair of a variety of automotive equipment; diagnoses faulty operations of engine and other assemblies. Overhauls and adjusts engines, transmissions, differentials, ignition, electrical fuel and cooling systems, and relines and adjusts brakes, and aligns wheels. All internal combustion engines, portable or stationary, falls within the jurisdiction of the mechanic.

Uses a variety of test equipment to trouble-shoot defects and determine the type or extent of repair needed. Tears down and rebuilds components and assemblies by fitting and installing needed parts, such as rings, pistons, bearings and gears. Incumbent aligns, meshes, and connects repaired units to related mechanisms and also hooks up fuel, oil, hydraulic, and electrical systems to repaired units, and makes adjustments to assure proper operation of units.

Company Position Title _____

RATE RANGE FROM TO

Grade _____

Actual Rate(s) Paid* _____

Number of People _____

*Rates Effective (list date established for survey period and include COLA payment if applicable).

1800
1800

APPENDIX F: VARIANCE HEARING

SAMPLE OF GENERAL INFORMATION SHEET

NASA WAGE SURVEY _____ CONTROL NO. _____

COMPANY NAME _____

ADDRESS (Place "Survey Work Performed") _____

TYPE OF WORK PERFORMED OR PRODUCT OF COMPANY IN SURVEY AREA _____

COMPANY REPRESENTATIVE'S NAME _____

TITLE _____ PHONE NUMBER _____

IS SURVEY WORK PERFORMED UNDER FEDERAL CONTRACT? YES _____ NO _____

IF YES, CONTRACT SUBJECT TO FOLLOWING LABOR LAWS _____

SERVICE CONTRACT ACT (SCA) _____ WALSH-HEALEY ACT _____

DAVIS-BACON ACT _____

1. CONTRACT NO. _____ AGENCY _____

2. START DATE _____ EXPIRATION _____

3. WAGE DETERMINATION NO. (s) _____

4. TOTAL NO. EMPLOYEES _____

INTERVIEWER'S NAME _____

AGENCY _____ DATE _____

FRINGE BENEFIT INFORMATION

1. HEALTH & LIFE INSURANCE (PROVIDED BY COMPANY)
 - a. Hospital-Medical Employee _____ Dependent(s) _____
 - b. Dental Plan Employee _____ Dependent(s) _____
 - c. Vision Employee _____ Dependent(s) _____
 - d. Life Insurance Employee _____ Dependent(s) _____
 - e. Insurance Cost Company Paid % _____ Employee Paid % _____
 - f. Cost to Company* _____
2. PENSION PLAN FUNDING Company Paid % _____ Employee Paid % _____
 - a. Cost to Company* _____
3. SAVINGS PLAN FUNDING Company Paid % _____ Employee Paid % _____
Cost to Company* _____
4. PAID SICK LEAVE
 - a. Days After 1 Year Service _____
 - b. Days After 2 Years Service _____
 - c. Days After 5 Years Service _____
 - d. Is Unused Sick Leave Paid by Company? _____
 - e. Is Unused Sick Leave Accumulated? _____ Maximum Days Accumulated _____
 - f. Average Number Days Sick Leave Paid Per Employee Per Year _____
5. COMPANY PAID JURY DUTY: YES _____ NO _____
6. COMPANY PAID FUNERAL LEAVE: YES _____ NO _____
7. COMPANY PAID SEVERANCE: YES _____ NO _____

8. OTHER: _____

a. Total Cost of 5, 6, 7, 8* _____

9. IF EMPLOYEES COVERED BY SURVEY WORK ARE SUBJECT TO SCA**,
LIST ANY AMOUNT PAID IN EXCESS OF ITEMS 1 THROUGH 8 TO MEET
SCA FRINGE BENEFIT REQUIREMENT _____

10. NUMBER OF PAID HOLIDAYS IN CURRENT YEAR _____

11. PAID VACATION HOURS AFTER: 1 year _____

2 YEARS _____

5 YEARS _____

AVERAGE NUMBER DAYS VACATION PAID PER EMPLOYEE PER YEAR _____

12. SHIFT DIFFERENTIAL	<u>Shift</u>	<u>Shift Hours</u>
Dollars or Percent Paid Per Hour	1st _____ From _____ To _____	
	2nd _____ From _____ To _____	
	3rd _____ From _____ To _____	

LABOR AGREEMENTS

IS "SURVEY WORK" COVERED BY A LABOR AGREEMENT? YES _____ NO _____

IF YES: NAME OF UNION _____

EXPIRATION DATE OF THE AGREEMENT _____

COST OF LIVING ADJUSTMENTS: YES _____ NO _____

IF YES: FORMULA _____

DATES OF ADJUSTMENTS _____

IS THERE A COLA CAP? _____ IF YES, MAXIMUM _____

OTHER INFORMATION OR REMARKS _____

*Based on average hourly cost per employee or annual average cost per employee.

**SCA - Service Contract Act

SAMPLE

CLASSIFICATIONS IN SURVEY

CONTROL NO. _____

List Job Matches

_____ MAINTENANCE MECHANIC
_____ AUTOMOTIVE MECHANIC
_____ AIR CONDITIONING REFRIGERATION MECHANIC
_____ ELECTRICIAN
_____ PAINTER
_____ MAINTENANCE TRADES HELPER
_____ JANITOR

To be attached are Sample Survey Sheets for the job classifications listed above (see Appendix E).

SAMPLE

CONTROL LIST OF FIRMS SURVEYED

CONTROL NO.

1. Get Well Hospital
2. Mayville School System
3. Government Contractors, Inc.
4. Kingpin Maintenance Company
5. SCA Service Company
6. Clean Sweep, Inc.
7. ACE Janitorial
8. Star Enterprises
9. Jackson Enterprises
10. Dunbar Company
11. Alpha Enterprises
12. Building Maintenance Works
- *13. Wellside Brothers
- *14. Fanmore, Inc.
- *15 Hopperway Association

This listing of firms provides the key to highly sensitive and confidential data, and is not to be disclosed to unauthorized personnel.

*Refused to participate in summary.

APPENDIX G: VARIANCE HEARING SAMPLE SURVEY DATA

APPENDIX C-1 SUMMARY OF WAGE RATES

Control No.	Maint. Mech.	Auto Mech.	Air Cond. Mech.	Maint. Electrician	Painter	Maint. Helper	Trades	Janitor	Totals	
									Count	Ave.
# 1	6 @ 16.51	1 @ 16.60	2 @ 16.57	2 @ 16.60	1 @ 16.25	3 @ 9.95	13 @ 4.25	28 @ 10.11		
# 2	4 @ 17.40	2 @ 17.40	2 @ 17.50	2 @ 17.50	2 @ 17.00	2 @ 11.00	11 @ 4.25	25 @ 11.09		
# 3	4 @ 18.25					1 @ 11.50			5 @ 16.90	
# 4	3 @ 16.25		6 @ 16.50	4 @ 16.50	3 @ 16.00	3 @ 9.75			19 @ 15.32	
# 5	2 @ 17.75				2 @ 17.50				4 @ 17.63	
# 6										
# 7										
# 8										
# 9										
# 10										
# 11	3 @ 16.95									
# 12	4 @ 17.25									
Survey	22 @ 16.94	11 @ 17.60	17 @ 17.20	25 @ 17.55	14 @ 16.91	15 @ 10.68	86 @ 4.25	190 @ 10.84	Weighted Ave.	
*Contractor	4 @ 20.87	1 @ 19.80	2 @ 20.43	2 @ 19.87	1 @ 18.97	3 @ 12.25	6 @ 5.50	19 @ 14.35	Weighted Ave.	
Variance - \$	\$3.93	\$2.20	\$3.23	\$2.32	\$2.06	\$1.57	\$1.25	\$2.37		
Variance - %	23.2%	12.5%	18.8%	13.2%	12.2%	14.7%	29.4%	21.9%		

*Contractor whose rates and fringes are the subject of the Variance Hearing.

SCA CBV

APPENDIX G-2

VARIANCE HEARING SAMPLE SURVEY DATA

SUMMARY OF FRINGE BENEFIT COSTS

Control No.	Ave Rate	No Emp	Ins	Pension		Savings		Holidays		Paid Time Off		Sick Leave		Vacation	
				Days	Costs	Days	Costs	Days	Costs	Days	Costs	Days	Costs	Days	Costs
#1	\$1.76	31	\$0.70	\$0.10	--	10	\$0.18	--	--	12	\$0.27	15	\$0.18	\$1.16	
#2	5.89	25	.82	--	--	12	.27	6	.18	16	.34	170	.34	1.70	
#3	7.90	5	.87	.35	--	10	.30	--	--	--	--	16	.30	2.00	
#4	6.11	19	.80	--	--	7	.16	--	--	--	--	5	.12	1.08	
#5	7.63	4	.74	.35	--	9	.26	5	.15	10	.29	10	.29	1.79	
#6	3.40	33	.17	--	--	8	.10	5	.07	10	.13	10	.13	.77	
#7	3.65	42	.52	.20	--	8	.11	5	.07	5	.07	5	.07	.97	
#8	7.59	20	.77	.30	.30	12	.35	5	.15	12	.35	12	.35	2.22	
#9	7.30	4	.70	.35	--	8	.22	--	--	10	.28	10	.28	1.55	
#10	7.81	9	.71	.38	--	9	.27	--	--	12	.36	12	.36	1.72	
#11	6.65	4	.60	.30	--	9	.23	--	--	10	.26	10	.26	1.39	
#12	7.21	10	.70	.27	--	8	.22	--	--	5	.14	5	.14	1.33	

Survey - overall weighted average										\$1.30	
*Contractor \$5.81	19	.95	--	--	9	.25	5	.14	10	.28	\$1.62
Overall Variance \$.32											
Overall Variance % 24.6%											

IF ANY CONTRACTORS DO NOT PROVIDE FRINGE BENEFIT COSTS OR PAID TIME OFF, THEIR FRINGE DATA IS DELETED FROM THIS SAMPLE.

*CONTRACTOR WHOSE RATES AND FRINGES ARE THE SUBJECT OF THE VARIANCE HEARING.

APPENDIX G-3 SURVEY RESULTS

OVERALL VARIANCE

Total Survey	Wage Rates	Weighted Average	
Total Survey	Fringe Costs	Weighted Average	
			\$ 10.84 See G-1

Total Survey	Wage Rates	Weighted Average	
Total Survey	Fringe Costs	Weighted Average	\$ 11.30 See G-2
			\$ 12.14

Overall Variance = 21.9% (\$12.14 to \$15.97)

*Contractor whose wage and fringe costs are the subject of the Variance Hearing.

